

# COURSE PROGRAM

## East Africa Local Content Master Class

**Date:** Tuesday, 6 February – Friday, 9 February 2018

**Location:** Serena Hotel  
12 Ohio Street, 11101 Kivukoni  
Dar es Salaam, Tanzania

**Please bring:** Laptop; Notepad

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### Course Program:

The DAI <b>Regional</b> Local Content Master Class takes place over four (4) days as follows:
Day 1 – Local Content Policy, Regulation and Strategy
Day 2 – Local Content Forecasts, Plans and Procurement
Day 3 – Local Supplier Assessment and Development
Day 4 – Local Content Reporting and Analysis

The trainers reserve the right to amend this draft program as required to deliver the highest quality and most relevant training.

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**DAY 1**  
February 6, 2018

**Local Content Policy, Regulation and Strategy**

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<b>9:00 – 9:15am</b>	<b>Welcome and Course Objectives</b> <ul style="list-style-type: none"><li>• Introductions</li><li>• Course Program and Structure</li></ul>	Michael Warner
<b>9:15 – 10:15am</b>	<b>Definitions and Core Concepts</b> <ul style="list-style-type: none"><li>• Understand why Local Content matters</li><li>• Understand how Local Content makes a contribution to the economy</li><li>• Understand how Local Content fills the ‘economic benefits gap’</li><li>• Understand how Local Content fits into the new political and compliance landscape</li></ul>	Michael Warner
<b>10:15 – 10:30am</b>	<b>Exercise #1: Local Content Definitions</b> <ul style="list-style-type: none"><li>• Develop a definition of Local Content</li><li>• Develop an understanding of ‘optimal’ Local Content</li></ul>	Michael Warner
<b>10:30 – 10:45am</b>	<b>Coffee Break</b>	
<b>10:45 – 11:30am</b>	<b>Local Content Policy and Regulations</b> <ul style="list-style-type: none"><li>• Appreciate that Local Content regulation and strategy needs to align with Public Policy</li><li>• Learn how Local Content regulation can be positioned as a competitive differentiator</li><li>• Review the pros and cons of a range of country regulations</li></ul>	Michael Warner
<b>11:30 – 12:15am</b>	<b>Exercise #2: Review of Local Content Regulations</b> <ul style="list-style-type: none"><li>• Review Local Content regulations</li><li>• Identify issues that challenge implementation of the regulations from regulator and company perspectives</li></ul>	Michael Warner
<b>12:15 – 1:00pm</b>	<b>Lunch</b>	
<b>1:00 – 1:45pm</b>	<b>Local Content as Competitiveness vs Protectionism</b> <ul style="list-style-type: none"><li>• Understand the basics about WTO rules for goods and services</li><li>• Learn about the room for protectionism within WTO rules</li></ul>	Michael Warner

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- Become familiar with extent to which different common Local Content regulations are/are not consistent with WTO rules
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**1:45 – 2:15pm**

**Local Content Policy Trade-Offs**

Michael Warner

- Understand the key Local Content trade-offs
  - Familiarization with a Local Content Trade-Off (LCTO) model
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**2:15 – 3:00pm**

**Exercise #3: Local Content Policy Trade-Off – Modeling**

Michael Warner  
Warwick Strong

- Learn to optimize Local Content targets to deliver both commercial and national interests: personnel, goods etc. Appreciate the key trade-offs between Local Content % levels, investments returns, employment and revenues
  - Learn of other participants' perspectives through presentation of modelling results and plenary discussion
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**3:00 – 3:15pm**

**Coffee**

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**3:15 – 4:15pm**

**Strategies to Deliver and Manage Local Content**

Michael Warner  
Warwick Strong

- Through video case-studies, understand that different engineering concepts either support or holdback Local Content
  - Learn what public policy and private sector instruments contribute to recruitment, training and succession of nationals in the workforce
  - Understand business models for facilitating foreign/local alliances
  - Local Supplier Registration and Pre-Qualification Portals: learn of procurement-driven procedures that leverage Local Content in contract tendering through evaluation of Local Content Plans
  - Learn how targets and requirements to monitor and report Local Content are a cost-efficient means to improve Local Content
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**DAY 2**  
February 7, 2018

**Local Content Forecasts, Plans and Procurement**

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**9:00 – 9:30am**

**Basic Concepts**

Michael Warner

- Basic Concepts of Local Content in Project Planning and Expenditure

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**9:30 – 10:00am**

**Local Content Forecasting: Expenditure Projection and Local Supplier Market Analysis (LCOM)**

Warwick Strong

- Understand the demand side of assessing local market capability
- Understand the supply side in assessing local market capability

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**10:00 – 10:45am**

**Exercise #4: Local Content Forecasting (LCOM)**

Warwick Strong

- Understand the cost side of major projects
- How to survey local supplier market for competitiveness
- Different metrics for forecasting Local Content
- Matching demand to local supply
- Interpreting the results of forecasting

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**10:45 – 11:00am**

**Coffee Break**

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**11:00 – 11:45am**

**Local Content Plans**

Michael Warner

- Types of Local Content Plans
- Regulatory requirements for Local Content Plans
- Typical contents of a Local Content Plan
- Application of Forecasting to setting targets in Content Plans and Plan evaluation thresholds

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**11:45 – 12:45pm**

**Contracting Strategy**

Michael Warner

- Learn the pros and cons of work scope bundling and unbundling
- Through a Worked Example, learn of the different strategic options to control the risks of Local Content through contracting

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**12:45 – 1:30pm**

**Lunch**

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<b>1:30 – 2:30pm</b>	<b>Leveraging Local Content in Contract Tenders</b>	Michael Warner
	<ul style="list-style-type: none"> <li>• Familiarization with a common framework for tendering</li> <li>• Understand the common barriers to local vendor tendering for minor contracts</li> <li>• Learn how to integrate Local Content considerations into Pre-Qualification processes for major contracts</li> <li>• Learn of the choices for integrating Local Content into major contract Invitations to Tender (ITTs)</li> <li>• Learn what to include on Local Content in a dedicated questionnaire as part of an ITT for major contract tenders</li> <li>• Learn how to weight and score Local Content Plans</li> </ul>	
<b>2:30 – 2:45pm</b>	<b>Exercise #5 – Weighting Local Content in Tender Evaluation</b>	Michael Warner
	<ul style="list-style-type: none"> <li>• Learn how to weight Local Content in bid evaluation for different types of major contract</li> </ul>	
<b>2:45 – 3:00pm</b>	<b>Coffee Break</b>	
<b>3:00 – 3:45pm</b>	<b>Factoring Local Content into the Award Decision</b>	Michael Warner
	<ul style="list-style-type: none"> <li>• Understand the critical importance of the method chosen to integrate the scoring of Local Content within the final award decision</li> <li>• Learn of the common clauses in Pro-Forma Terms &amp; Conditions</li> </ul>	
<b>3:45 – 4:45pm</b>	<b>Exercise # 6 Evaluation of Local Content in Major Contract Tenders and Debrief</b>	Michael Warner
	<ul style="list-style-type: none"> <li>• Experience the reality of evaluating and scoring a Local Content</li> <li>• Plan within a bid from both the client and tenderer perspective</li> <li>• Simulation #1 – tender for Waste Water Storage Pond (construction)</li> <li>• Simulation #2 – tender for Food and Facilities Management contract for remote site (operations)</li> <li>• As the client - be able to make informed judgements about how to establish the scoring and weighting of Local Content in major contract tenders</li> <li>• As a bidder – be able to structure bids to meet client expectations and maximize competitive advantage</li> </ul>	

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**DAY 3**  
February 8, 2018

**Local Supplier Assessment and Development**

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**9:00 – 9:45am**

**Local Supplier Registration and Pre-Qualification**

Warwick Strong

- What makes successful local suppliers
- Barriers to local suppliers
- Restrictive tenders
- Registration vs Pre-Qualification
- On-line portals and systems
- Features of registration
- Features of pre-qualification

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**9:45 – 11:00am**

**Exercise #7: Assessment of Local Suppliers (SRQP) and Debrief**

Warwick Strong

- Exercise to generate three types of outcomes: (i) Pre-Qual, (ii) Conditional Pre-Qual, (iii) Supplier Dev Program
- Starting point – output of LCOM exercise
- Survey data to feed into supplier assessment - capacity, skills, competitiveness etc.
- Output: vendors selected for (a) bid lists, and (b) program for int/local alliances for Conditional Pre-Qual

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**11:00 – 11:15am**

**Coffee**

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**11:15 – 12:30pm**

**Local Supplier Development and EDCs**

Warwick Strong

- Key principles of EDCs
- Case Studies/videos

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**12:30 – 1:15pm**

**Lunch**

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**1:15 – 2:30pm**

**Exercise #8: Designing Local Supplier/EDC and Debrief**

Warwick Strong

- Set up a program to analyze competitiveness gaps in local manufacturing capability:
  - Access to markets
  - Access to finance
  - Business technology and processes
  - Management and skills
- Debrief

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**2:30 – 3:00pm**

**Ethical Considerations in Local Supply Chains**

Michael Warner

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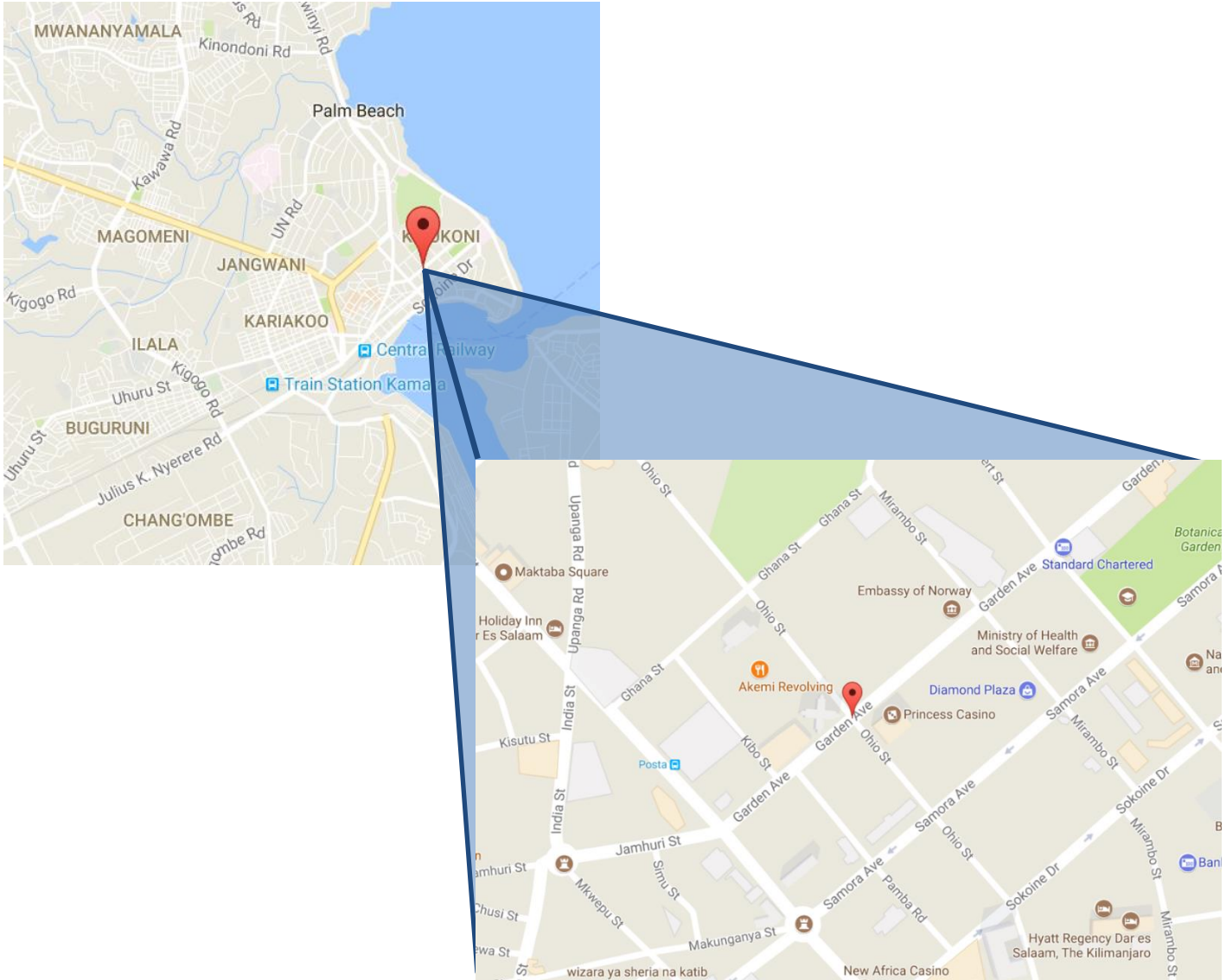
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<b>3:00 – 3:15pm</b>	<b>Coffee</b>	
<b>3:15 – 4:00 pm</b>	<b>Writing a Winning Bid</b>	Michael Warner
	<ul style="list-style-type: none"> <li>• Learn of key strategic and tactical success factors for local suppliers to bid a winning tender</li> </ul>	
<b>4:00 – 4:30pm</b>	<b>Ethical Issues with Local Content in Procurement</b>	Michael Warner
	<ul style="list-style-type: none"> <li>• Understand the basic ethical risks associated with leveraging local content in procurement</li> </ul>	
<b>DAY 4</b> February 9, 2018	<b>Local Content Reporting and Analysis</b>	
<b>9:00 – 9:45am</b>	<b>Exercise #9: Review of Local Content Metrics</b>	Michael Warner
	<ul style="list-style-type: none"> <li>• Learn of which Local Content metrics apply in the local region and in your own work</li> </ul>	
<b>9:45 – 10:30am</b>	<b>Local Content Reporting and Metrics</b>	Michael Warner
	<ul style="list-style-type: none"> <li>• Learn of the building blocks for developing Reporting Systems</li> <li>• Understand some of the myths around reporting Local Content</li> <li>• Understand the difference between build-down and build-up methods for measuring Local Content</li> <li>• Learn about how IncoTerms are used to measure Local Content</li> <li>• Understand the methods for calculating Rules of Origin and their use in measuring and reporting Local Content</li> </ul>	
<b>10:30 – 10:45am</b>	<b>Coffee</b>	
<b>10:45 – 12:45pm</b>	<b>Exercise #10: Local Content Performance Reporting</b>	Michael Warner Warwick Strong
	<ul style="list-style-type: none"> <li>• LCPR Simulation - Regulatory review of Local Content Reporting and Scorecard</li> <li>• Analysis of the performance data from the Local Content reports received by regulators</li> </ul>	
<b>12:45pm – 1:30pm</b>	<b>Lunch</b>	
<b>1:30 – 4:00pm</b>	<b>Clinic Format to Address Individual Challenges Participants Face</b>	Michael Warner Warwick Strong
<b>4:15 – 4:30pm</b>	<b>Wrap Up</b>	Michael Warner

## Training Venue Details

### Serena Hotel

- Address: 12 Ohio Street, 11101 Kivukoni, P.O. Box 791 Dar es Salaam, Tanzania
- Phone Number: +255 22 211 24 16



### Travel details to the venue from Julius Nyerere International Airport:

- Head Southeast toward Julius K. Nyerere Rd
- Turn right onto Julius K. Nyerere Rd
- Sharp right to stay on Julius K. Nyerere Rd
- Turn left onto Gerezani St
- At the roundabout, take the 1<sup>st</sup> exit onto Gerezani St/Sokoine Dr
- Turn left onto Ohio St